

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 19 November 1997, immediately following the Closed Session,
in Room AD-308, Loyola Campus

Attendance

Present: Mr. Reginald K. Groome, *Chairman*, Ms. Rebecca Aldworth, Dr. Michael Brian, Dr. William Byers, Dr. Terrill Fancott Mr. George Hanna, Mr. David Hinton, Mr. Peter Howlett, Mr. Ronald Lawless, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Mrs. Hazel Mah, Sister E. McIlwaine Ph.D., Mr. Donald W. McNaughton, Ms. Roksana Nazneen, Mr. Dino Nizzola, Mr. Benoit Pelland, Dr. Elizabeth Saccá, Mr. Robert Simioni, Mr. Robert Sonin, Mrs. Lillian Vineberg, *Vice-Chairwoman*, Mr. Jonathan Wener, Mrs. Susan Woods

Officers of the University: Prof. Marcel Danis, Mr. Charles Emond, Mr. Larry English, Me Bérengère Gaudet, Dr. Jack Lightstone

Absent: Dr. Tannis Arbuckle-Maag, Dr. Francesco Bellini, Mr. Alain Benedetti, Mr. Ronald Corey, Mrs. Marianne Donaldson, Dr. Leonard Ellen, Mr. Leo Goldfarb, Mr. Paul Ivanier, Dr. Lawrence Kryzanowski, Mr. George Lengvari, Mr. Jacques Ménard, *Vice-Chairman*, Mr. Eric Molson, *Chancellor*, Mr. Brian Neysmith, Ms. Susan O'Connell, Mr. Richard Renaud, Mrs. Miriam Roland, Mr. Brian Steck, Me Pierre Fréreau (*Observer*)

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

- BG-97-9-D1 Letter from Senate recommending a change to the composition of the Council of the Faculty of Engineering and Computer Science
- BG-97-9-D2 Letter from Senate recommending establishment of a Department of Applied Human Sciences
- BG-97-9-D3 Letter from the Commerce Graduate Students' Association regarding collection of a fee for the Commerce Career Placement Centre

1. Call to Order

The Open Session was called to order at 8:20 p.m.

1.1 Chairman's remarks

The Chairman welcomed four Governors Emeriti to the meeting: Father Stanley Drummond, Mr. John Economides, Dr. Henry Habib and Mr. Claude Taylor. He welcomed their remarks.

Father Drummond observed that students' preoccupations seemed, to him, to be moving away from materialism toward a broader appreciation of education in its own right, and of its contribution to societal well-being.

Mr. Taylor praised the undertaking of a Task Force for the revitalization of the Loyola

Campus as a noble cause, and wished the members well in their deliberations. Mr. Economides echoed the sentiment, adding that as a member of the Loyola Alumni Association he was personally involved in the initiative.

Dr. Habib declared that he would continue to oppose fee increases at every opportunity.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes of the Open Session of the previous meeting (15 October 1997)

Upon motion duly moved and seconded (Saccá, Fancott), it was unanimously RESOLVED:

R97-66 *THAT the Minutes of the Open Session of the previous regular meeting of the Board, held on 15 October 1997, be approved.*

2. Business arising from the Minutes: Space swap involving the CSU and the Music Department

Vice-Rector, Services, Charles Emond reported that a provisional swap agreement, which addressed many of the issues fundamental to an overall agreement between the parties, was signed in late October.

3. Expression of thanks to Mr. John Noonan, Secretary of Senate

Dr. Lowy noted that Mr. Noonan had not missed a single Senate meeting throughout his twenty-three years as Secretary. He told the Board that, because of the duration of Mr. Noonan's service and the dedication he had demonstrated, the Steering Committee of Senate had proposed that Senate adopt a resolution naming Mr. Noonan "Secretary of Senate Emeritus". The motion would be presented at the 28 November Senate meeting.

Upon motion duly moved and seconded (Vineberg, Lowy), it was unanimously RESOLVED:

R97-67 *WHEREAS Mr. John Noonan has been associated with Concordia University for thirty-two years, having started at Loyola College, one of our founding institutions, in 1965 and becoming Registrar there in 1967, and then, as Secretary of the Concordia University Senate from the year of our foundation in 1974 until March 1997;*

WHEREAS, throughout his long career at Concordia, Mr. Noonan demonstrated the highest standards of competence and professionalism, and won the respect of colleagues for his loyalty and dedication to this institution, its goals and its members; and

WHEREAS Mr. Noonan has chosen to retire as an employee of the University effective 1 November 1997, and the Board wishes to take this opportunity to recognize his important contribution;

BE IT RESOLVED

THAT the Board of Governors, on behalf of Concordia University, express to Mr. John Noonan the University's deep appreciation and gratitude for his many years of outstanding service, and wish him well on the occasion of his retirement.

4. Approval to change the composition of the Council of the Faculty of Engineering and Computer Science

Upon motion duly moved and seconded (Lowy, Fancott), it was unanimously RESOLVED:

R97-68 *THAT, on the recommendation of Senate, the composition of the Council of the Faculty of Engineering and Computer Science be modified to reflect the establishment of the School for Building, as set out in Document BG-97-9-D1.*

5. Approval to create a Department of Applied Human Sciences

Upon motion duly moved and seconded (Lowy, Byers), it was unanimously RESOLVED:

R97-69 *THAT, on the recommendation of Senate, establishment of the Department of Applied Human Sciences as set out in Document BG-97-9-D2 be approved.*

6. Approval to implement a Commerce Placement Fee to be charged to graduate students

Upon motion duly moved and seconded (Nazneen, Sonin), it was CARRIED with two abstentions (Brian, Saccá):

R97-70 *WHEREAS, at its meeting of 17 September 1997, the Board of Governors approved the collection of a fee from members of the Commerce and Administration Students' Association to be used for the establishment and operation of a Commerce Career Placement Center; and*

WHEREAS, at a General Assembly of the membership of the Commerce Graduate Students' Association (CGSA) held on 4 November 1997, the CGSA members voted in favour of contributing, jointly with the CASA members, to the funding of the new placement center;

BE IT RESOLVED

THAT the Board of Governors approve the collection of an annual fee by the University, as specified and approved by the CGSA, from graduate students registered in the Faculty of Commerce and Administration, of \$30.00 per student to be used exclusively to finance the establishment and operation of the Commerce Career Placement Center;

THAT collection of said fee take effect with the 1997-98 academic year; and

THAT graduate students be directly represented on any bodies constituted for the purpose of disbursing such funds.

7. Progress Report on the Capital Campaign

In the absence of Campaign Chairman Ronald Corey, Dr. Lowy reported. His remarks are summarized below.

(i) The public launch of The Campaign for a New Millennium on 29 October, at the Concordia Concert Hall, was an overwhelming success; over 500 internal and external friends of the University attended. Total pledges announced were \$33.4 million. As of 17 November, the Campaign total was close to \$35 million.

(ii) On behalf of Mr. Ménard, the Leadership Gifts Chair, the Rector reported that, of the 46 lead gifts prospects, 25 had been solicited, 7 had made pledges amounting to \$16 million; and 3 had made verbal commitments (\$4 million). The newest lead gift was \$1 million from the Edith and John Low-Beer Foundation. News was expected from a number of banks and other corporations that had been canvassed.

(iii) Of 33 Governors canvassed, 23 had made pledges and verbal commitments totalling \$3.75 million.

(iv) Vice-Chairs of the Faculty and Staff Division Ann Kerby and Fran Shaver were actively planning the second phase of the appeal, whose main goals are to bring the total for the two phases up to \$1 million and to increase the participation rate. The Vice-Chairs are recruiting a team of 20 to 25 volunteers, to begin canvassing at the end of January 1998, the anniversary date of the launch of the internal campaign. The second phase was expected to be completed by mid-March.

Faculty and staff members taking early retirement throughout the year will be asked to maintain their gifts after retiring. Mr. Brian Counihan, Chair of the Retirees appeal, was planning a follow-up canvass.

(v) An extensive publicity campaign to familiarize students about their Campaign contribution and the Fee Exemption Process was very beneficial. A total of 194 students applied for the Campaign Fee Exemption: 148 met the criteria established by Financial Aid & Awards and 46 were rejected. Students were informed in writing about the status of their requests, and student leaders were consulted throughout the process.

(vi) Over the course of the last two months, prospect review meetings were held with 24 prospective canvassers in Toronto. Governor Brian Steck would recruit a small executive committee to assist him with the Leadership and Major Gifts Divisions. Three cultivation events were scheduled to take place in Toronto.

(vii) Following the tragic death of Major Gifts Chair Humberto Santos, new leadership was being sought. As a result of the recruitment and information breakfasts hosted by Mr. Santos during the summer, 78 prospects had been assigned to about 20 canvassers and 80 remained to be assigned. Additional volunteers were needed.

(viii) With Campaign staff, John Parisella, Chair of the Special Gifts Division, had completed prospect review with 23 members of the Montreal community and reviewed a list of 360 prospects. Mr. Parisella and Campaign Chair Ronald Corey were working on recruitment of five Division Vice-Chairs. Active solicitation is planned to begin in March 1998.

8. Progress report of the Advisory Search Committee for a Director of University Libraries

Committee Chairman Jack Lightstone reported that the short-listed candidates for the position of Director of University Libraries (Ms. Joy Bennett, Concordia; Mr. William Michael Curran, Bishop's; Dr. Diane Mittermeyer, McGill) were presented to the community on Monday, 17 November, and input would be accepted until 5:00 p.m. on Thursday. Dr. Lightstone said he expected to bring a recommendation from the Committee to the December meeting of the Board.

9. Reports of the Standing Committees

9.1 Report of the Benefits and Pension Committees

Chairman Ronald Lawless reported that there was good attendance at the Annual General Meeting of the Concordia University Employees' Pension Plan, held on Wednesday, 29 October. The members asked excellent questions and a range of issues was discussed. Mr. Lawless was pleased to report that the Fund was presently valued at \$400 million, having doubled over the past five years.

Reports from four of the Fund's five managers were heard at the Pension Committee's meeting of 12 November. As one manager remained to be heard in December, Mr. Lawless said he would report on the managers' performance at the January 1998 meeting of the Board.

At the 12 November meeting of the Benefits Committee, renewal of contracts for health, health-vision and health-dental plans was approved. Because of Concordia's positive claims experience, the premium would not increase and, in fact, a two-month premium holiday would begin in December.

10. Report of the Rector

Dr. Lowy reported on the results of the 1997 Maclean's survey of universities. A written statement was distributed, which the Rector summarized. He told the Board that every Canadian university had elected to participate this year despite the view, held by most among them, that Maclean's provides an incomplete and inadequate evaluation of the relative worth of various institutions.

In the category of "comprehensive" universities, Concordia ranked eleventh out of thirteen -- the same as last year. This was disappointing, the Rector said, because we have made great strides during the past year. However, he explained, two factors continue to disadvantage Concordia in the Maclean's ranking system: finance and the characteristics of the student body. Quebec universities' budgets were poor compared with those in other provinces, so Concordia standing in categories such as budget allocations for scholarships, library acquisitions and student services was inevitably low. The decision of Concordia's administration to absorb the grant shortfalls into the University budget, in order not to increase the accumulated deficit, worked against us in Maclean's evaluation.

The second area in which Concordia's rankings were low related to our commitment to accessibility to working and mature students. In Maclean's rankings, students' average grade upon entry and rate of graduation are compared with those of students of

universities having less flexible admission standards.

With the exception of the two clusters mentioned above, Concordia ranked in the mid-range of comprehensive universities. The Rector predicted that our ranking in the “reputation” category would improve sharply in 1998, owing to generous alumni contributions to the Capital Campaign.

11. Reports of the Vice-Rectors

- 11.1 Provost and Vice-Rector, Research, Jack Lightstone summarized the contents of a report encapsulating the academic planning process of the last two years. He explained that, while planning had not ended, a very substantial phase was completed with the adoption and strong support of the plan by Senate on 17 October 1997. He acknowledged the commitment and hard work of staff, faculty, students and administrators in the academic sector. Dr. Lightstone told the Board that approximately three hundred undergraduate programs and seventy-five graduate programs had been thoroughly reviewed according to a uniform set of five principles identified by Senate in 1995.

Dr. Lightstone explained that, based on the plan, undergraduate programs would be reduced in number to about two hundred and ten within the next two or three years, and full-time faculty would have been reduced by about one hundred. However, enrolment levels were expected to be maintained and Concordia would offer excellent educational services in basically the same range of academic disciplines; Geology was the only major discipline which had largely been removed from our programs.

Speaking briefly about the pedagogical goals of the plan, Dr. Lightstone highlighted a movement away from extensive specialization of programs at the undergraduate level. In consequence of thirty years of broad program proliferation in Quebec universities, Dr. Lightstone said, it had been concluded the appropriate balance of depth and breadth of knowledge in undergraduate education, in and across disciplines, had been lost. The recommendations for curriculum development adopted by Senate aimed to correct this problem.

Dr. Lightstone reported that the Senate Committee on Academic Planning and Priorities was already planning how to negotiate the next phase of academic planning, which will embrace such issues as internationalization and professional education.

- 11.2 Vice-Rector, Services, Charles Emond reported on four subjects:

- (i) A decision was imminent on the purchase of a financial information system (FIS). The FIS, an extremely costly but necessary acquisition, would be purchased jointly with McGill.
- (ii) The Departments of Mail Services and of Printing Services had been merged to form a new Department of Auxiliary Services under the direction of Mr. Bob McIver.
- (iii) Work toward the amalgamation of Audio-Visual with Computing Services was progressing.
- (iv) A working team on enrolment management had been launched. Concordia had

been very successful in maintaining enrolments in 1997, relative to the other Montreal universities. The group was operating with two major themes: harmonization and optimization. Mr. Emond emphasized that continued success in recruitment and retention were critical to the long-term viability of the institution.

- 11.3 Vice-Rector, Institutional Relations, Marcel Danis reported that efforts to develop cooperative ventures with McGill were yielding more modest results than was anticipated. He reported that collaboration was being discussed in the following areas: libraries, alumni services, research services, human resources information systems, environmental health and safety, computing services, recreation and athletics, physical resources, registrarial functions, internal audit and purchasing.

On the subject of employee relations, Prof. Danis told the Board that instructors in the Continuing Education division had taken up pickets at the Faubourg Tower (where their offices are located). In the third and final year of their collective agreement, the bargaining unit had rejected the University's offer in the area of salary increases. Conciliation would likely be sought through the Quebec Department of Labour.

- 11.4 Chief Financial Officer Larry English told Governors he had received the report of the 1996-97 financial results of all Quebec universities. He relayed some information: the three anglophone universities had profits, the francophone universities all had deficits. Many universities had very substantial accumulated deficits. The accumulated debt to operating budget ratios of McGill and Concordia were similar, 30.7% and 30.8% respectively, but by comparison, Bishop's ratio of 21% showed a stronger financial position.

Operating grants for 1998-99 had not yet been announced, but cuts of about \$8 million were projected.

12. Any other business

Mr. Groome read a letter from Governor Emeritus Brian Aune, in which he thanks the Board and the Chairman for having conferred upon him the distinction of "Governor Emeritus".

13. Date of next meeting

The next meeting of the Board will be held at 8:00 a.m. on Wednesday, 17 December 1997, in Room GM 407-1, SGW Campus.

14. Adjournment

There being no other business, the meeting adjourned at 9:45 p.m.

Submitted by Me Bérengère Gaudet, Secretary of the Board of Governors, for approval by the Board at its meeting of 17 December 1997